

**MULTI-YEAR AGENCY STRATEGIC PLAN (FY 2008-2010)**

**ARIZONA MEDICAL BOARD**

And

**ARIZONA REGULATORY BOARD OF PHYSICIAN ASSISTANTS**

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A.R.S. §32-1401 *et.seq.* and A.R.S. §32-2501 *et.seq.*

**Mission:**

The mission of the agency is to protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.

**Vision:**

Protection of the Public through Regulatory Excellence

**Agency Description:**

The Agency staff supports two Boards – the Arizona Medical Board, which licenses and regulates allopathic physicians, and the Arizona Regulatory Board of Physician Assistants, which licenses and regulates physician assistants. The Agency processes applications for licenses, handles public complaints against licensees, and disseminates information pertaining to licensees and the regulatory process. The two Boards determine and administer disciplinary action in the event of proven violations of their respective practice acts. Together, the Boards regulate over 20,000 licensees.

**Principles:**

- Protection of the public comes first
- Arizona citizens deserve competent, qualified physicians and physician assistants
- Optimal resource utilization is best realized through a streamlined process of licensee regulation
- Excellent regulation requires excellent staff
- Progress is accelerated through collaboration with others and the use of advanced technology
- Licensees with health problems which affect their practice should be provided with the opportunity for rehabilitation whenever possible

**Strategic Issues:**

**Issue #1: Promotion of public safety through the examination of compelling healthcare issues, in collaboration with licensees, academic institutions, healthcare associations, state agency boards, state medical boards, and other stakeholders**

The Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants continually strive to proactively explore areas influencing healthcare delivery and public safety. By continuing efforts to partner with the licensees, academic institutions, health care associations, regulatory boards and other governmental agencies, the Board will play an integral part in addressing issues of importance to the general public, including participation in statewide disaster planning efforts, and involvement in other compelling issues which significantly impact healthcare provision and regulation.

**Issue #2: Promote best practices through the education of licensees, stakeholders, and the general public**

By virtue of their roles, the Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants are in a prime position to identify and address the regulatory and healthcare issues that are most often the subject of confusion and debate among healthcare professionals, stakeholders, and the general public. These issues are becoming more complex as the role of technology in healthcare expands, and the use of allied health care providers in healthcare delivery increases. A variety of venues will be utilized to educate licensees, stakeholders, and the general public regarding substantive policy statements developed, rules promulgated, and educational materials prepared to address these issues.

**Issue #3: Enhancement of licensing, regulatory, and information dissemination processes, as well as increased capacity for performance measurement, through improved information technology and other process improvements**

Through comments provided on Board customer satisfaction surveys, it is clear that e-licensing and e-renewal is a service much desired by license applicants and licensees. A new information system, scheduled for implementation early in fiscal year 2008, is expected to make e-licensing and e-renewal a reality. The new information system is also expected to streamline licensing and regulatory processes by integrating functions that now must be done manually by staff. Performance measurement capacity is also expected to improve, with new opportunities for automated reporting of key performance indicators. As with any transition to a new information system, unanticipated implementation challenges are likely to arise during the first several months after the new system is in place. During this transition period, the agency's focus will be to maintain current levels of performance while effectively addressing these implementation issues. Once any implementation issues are overcome, it is expected that the new information system will lead to increased efficiency in licensing and regulatory processes. Another area that will be the focus of process improvement efforts is the current backlog of cases awaiting formal hearing. Although great progress has been made in reducing the amount of time taken to investigate a complaint, if a case goes to formal hearing, may take a year or more before the case is adjudicated. Strategies for reducing the back log of cases currently awaiting formal hearing will be aggressively pursued.

**Issue #4: Protection of the public through the identification and rehabilitation of impaired physicians and physician assistants**

The Arizona Medical Board's Monitored Aftercare Program is a confidential program for the treatment and rehabilitation of doctors of medicine and physician assistants who are impaired by alcohol or drugs. The Board also has the statutory authority to create a confidential Physician Health Program, similar to the Board's existing Monitored Aftercare Program, for allopathic physicians and physician assistants who have a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee's ability to practice safely. The Board intends to explore different methods of creating a Physician Health Program, including the possibilities of integrating the Physician Health and Monitored Aftercare Programs into one program and collaborating with other healthcare professional licensing boards to create a common program that could be used by all boards that monitor licensees with health and/or substance abuse problems. In conjunction with this effort, the Board plans to further refine its ability to collect and analyze statistics pertinent to this licensee population.

**Issue #5: Encourage continuous quality improvement through staff member development and performance evaluation**

In early 2007, Board staff members responded to an Arizona State Government Employee Survey which explored employee attitudes regarding various aspects of employment. The results of this survey were, overall, very favorable for the Arizona Medical Board as compared to statewide survey results, indicating board staff members were more satisfied with more aspects of their employment than state employees in general. However, survey questions pertaining to job training/professional development opportunities and performance evaluation were rated lower by Board staff members, as compared to the responses of state employees in general. In an effort to address these issues, the agency intends to review its current practices pertaining to performance evaluation and staff training/professional development opportunities, and implement strategies to improve agency performance in these areas.

**Agency Goals:**

**Goal 1:** To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making, and information dissemination

**Objective 1.1 (2008-2010):** Increase time spent addressing public safety, healthcare or regulatory issues through subcommittee discussion and adoption of relevant substantive policy statements and rules

**Performance Measures:**

1.1.1 Number of new Board subcommittees formed

- *FY 06 actual: 3*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 4*
- *FY 08 estimate: 2*
- *FY 09 estimate: 2*
- *FY 10 estimate: 2*

1.1.2 Number of active Board subcommittees

- *FY 06 actual: 2*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 6*
- *FY 08 estimate: 4*
- *FY 09 estimate: 4*
- *FY 10 estimate: 4*

1.1.3 Number of substantive policy statements, guidelines, rules, or rule revisions adopted

- *FY 06 actual: 6*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 3*
- *FY 08 estimate: 5*
- *FY 09 estimate: 4*
- *FY 10 estimate: 3*

**Objective 1.2 (2008-2010):** Increase Board participation in interagency committees, projects, task forces, conferences and at other venues where public safety, healthcare or regulatory issues are discussed

**Performance Measures:**

1.2.1 Number of interagency committees, projects, or task forces in which agency staff or Board members participate

- *FY 06 actual: 4*
- *FY 07 estimate: 4*
- *FY 07 actual: 10*
- *FY 08 estimate: 11*
- *FY 09 estimate: 12*
- *FY 10 estimate: 13*

1.2.2 Number of conferences attended by agency staff or Board members

- *FY 06 actual: 5*
- *FY 07 estimate: 3*
- *FY 07 actual: 5*
- *FY 08 estimate: 6*
- *FY 09 estimate: 7*
- *FY 10 estimate: 8*

**Objective 1.3 (2008-2010):** Increase the availability of educational and regulatory information to licensees, stakeholders, and the general public

**Performance Measures:**

1.3.1 Number of newsletters published

- *FY 06 actual: 2*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 2*
- *FY 08 estimate: 3*
- *FY 09 estimate: 4*
- *FY 10 estimate: 4*

1.3.2 Number of public speaking engagements

- *FY 06 actual: 33*
- *FY 07 estimate: 35*
- *FY 07 actual: 33*
- *FY 08 estimate: 35*
- *FY 09 estimate: 38*
- *FY 10 estimate: 41*

1.3.3 Number of press releases, health advisories, and other notifications published on the Board website or transmitted to licensees via e-mail blasts

- *FY 06 actual: new measure – no prior year count*
- *FY 07 estimate: new measure – no FY07 estimate*
- *FY 07 actual: 31*
- *FY 08 estimate: 34*
- *FY 09 estimate: 37*
- *FY 10 estimate: 40*

**Goal 2:** To improve efficiency of licensing, regulatory, and information dissemination processes

**Objective 2.1 (2008):** To maintain prior year performance levels in license processing during transition to a new information system

**Objective 2.1 (2009-2010):** To improve upon prior year performance levels in license processing

**Performance Measures:**

2.1.1 Average time to approve an MD license from receipt of application

- *FY 06 actual: 36*
- *FY 07 estimate: new measure – no FY07 estimate*
- *FY 07 actual: 24*
- *FY 08 estimate: 24*
- *FY 09 estimate: 23*
- *FY 10 estimate: 22*

2.1.2 Average time to approve a PA license from receipt of application

- *FY 06 actual: 29*
- *FY 07 estimate: new measure – no FY07 estimate*
- *FY 07 actual: 17*
- *FY 08 estimate: 17*
- *FY 09 estimate: 16*
- *FY 10 estimate: 15*

2.1.3 Average number of days to process an initial medical doctor application upon receipt of completed application (*locked budget measure*)

- *FY 06 actual: 2*
- *FY 07 estimate: 2*
- *FY 07 actual: 1.6*
- *FY 08 estimate: 2*
- *FY 09 estimate: 2*
- *FY 10 estimate: 2*

- 2.1.4 Average number of days to process a medical doctor renewal upon receipt of completed application (*locked budget measure*)
- FY 06 actual: 1.2
  - FY 07 estimate: 2
  - FY 07 actual: 1.1
  - FY 08 estimate: 2
  - FY 09 estimate: 2
  - FY 10 estimate: 2
- 2.1.5 Average score of agency-wide customer service satisfaction surveys (scale of 1-8) (*locked budget measure*)
- FY 06 actual: 7.9
  - FY 07 estimate: 7.8
  - FY 07 actual: 7.9
  - FY 08 estimate: 7.5<sup>1</sup>
  - FY 09 estimate: 7.5
  - FY 10 estimate: 7.5

**Objective 2.2 (2008):** To maintain prior year performance levels in complaint investigation and case resolution during transition to a new information system

**Objective 2.2 (2009-2010):** To improve upon prior year performance levels in complaint investigation and case resolution

**Performance Measures:**

- 2.2.1 Average number of days to complete a medical doctor investigation (*locked budget measure*)
- FY 06 actual: 201
  - FY 07 estimate: 180
  - FY 07 actual: 119
  - FY 08 estimate: 120
  - FY 09 estimate: 120
  - FY 10 estimate: 120
- 2.2.2 Average number of days to complete a physician assistant investigation (*locked budget measure*)
- FY 06 actual: 194
  - FY 07 estimate: 180
  - FY 07 actual: 108
  - FY 08 estimate: 120
  - FY 09 estimate: 120
  - FY 10 estimate: 120

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<sup>1</sup> Methodology for calculating satisfaction survey results will change beginning FY08

2.2.3 Average number of days to resolve a medical doctor case (*locked budget measure*)

- *FY 06 actual: 276*
- *FY 07 estimate :220*
- *FY 07 actual: 179*
- *FY 08 estimate: 180*
- *FY 09 estimate: 180*
- *FY 10 estimate:180*

2.2.4 Average number of days to resolve a physician assistant case (*locked budget measure*)

- *FY 06 actual: 282*
- *FY 07 estimate: 240*
- *FY 07 actual: 150*
- *FY 08 estimate: 180*
- *FY 09 estimate: 180*
- *FY 10 estimate: 180*

2.2.5 Percent of open investigations greater than 6 months old (M.D.)

- *FY 06 actual: 36%*
- *FY 07 estimate: 35%*
- *FY 07 actual: 4%*
- *FY 08 estimate: 5%*
- *FY 09 estimate: 5%*
- *FY 10 estimate: 5%*

2.2.6 Percent of open investigations greater than 6 months old (P.A.)

- *FY 06 actual: 44%*
- *FY 07 estimate: 40%*
- *FY 07 actual: 7%*
- *FY 08 estimate:5%*
- *FY 09 estimate: 5%*
- *FY 10 estimate: 5%*

2.2.7 Number of Medical Doctor cases referred to formal hearing (*locked budget measure*)

- *FY 06 actual: 57*
- *FY 07 estimate: 35*
- *FY 07 actual: 37*
- *FY 08 estimate: 37*
- *FY 09 estimate: 37*
- *FY 10 estimate: 37*

**Objective 2.3 (2008):** To maintain prior year performance levels in responding to public records and other public information requests during transition to a new information system

**Objective 2.3 (2009-2010):** To improve upon prior year performance levels in responding to public records and other public information requests

**Performance Measures:**

2.3.1 Average number of days to respond to public records requests

- *FY 06 actual: 5*
- *FY 07 estimate: 7*
- *FY 07 actual: 4*
- *FY 08 estimate: 7*
- *FY 09 estimate: 7*
- *FY 10 estimate: 7*

2.3.2 Average number of days to respond to e-mails received through [Questions@azmd.gov](mailto:Questions@azmd.gov) or [Questions@azpa.gov](mailto:Questions@azpa.gov)

- *FY 06 actual: new measure – no prior year count*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 0.6*
- *FY 08 estimate: 1*
- *FY 09 estimate: 1*
- *FY 10 estimate: 1*

**Goal 3:** To increase protection of the public by promoting rehabilitation of licensees who are impaired by alcohol or drugs, or who have a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee's ability to practice safely

**Objective 3.1 (2008-2010):** To identify and monitor the rehabilitation of licensees with alcohol or other substance abuse or dependency, or with a medical, psychiatric, psychological, or behavioral health disorder that may impair the licensee's ability to practice safely

**Performance Measures:**

3.1.1 Number of MAP participants who completed the program successfully

- *FY 06 actual: new measure – no prior year count*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 15*
- *FY 08 estimate: 16*
- *FY 09 estimate: 17*
- *FY 10 estimate: 18*

3.1.2 Number of participants in the MAP as of June 30

- *FY 06 actual: 103*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 108*
- *FY 08 estimate: 113*



- *FY 09 estimate: 118*
- *FY 10 estimate: 123*

3.1.3 Number of licensees being monitored for medical, psychiatric, psychological, or behavioral health issues as of June 30, excluding MAP participants

- *FY 06 actual: 27*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 29*
- *FY 08 estimate: 31*
- *FY 09 estimate: 33*
- *FY 10 estimate: 35*

**Goal 4:** To increase training, professional development, and performance evaluation opportunities for Agency staff

**Objective 4.1 (2008-2010):** Increase the availability of professional growth, training opportunities, and updated job reference materials available to Board staff members

**Performance Measures:**

4.1.1 Number of staff members who attended one or more Board-funded trainings, seminars, or conferences

- *FY 06 actual: new measure – no prior year count*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 20*
- *FY 08 estimate: 22*
- *FY 09 estimate: 24*
- *FY 10 estimate: 26*

4.1.2 Percent of employees who agree that they receive the training they need to do their job well

- *FY 06 actual: new measure – no prior year count*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 54.5%*
- *FY 08 estimate: 58%*
- *FY 09 estimate: 60%*
- *FY 10 estimate: 63%*

4.1.3 Percent of employees who believe the Agency supports their participation in training opportunities to improve job skills

- *FY 06 actual: new measure – no prior year count*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 37.1%*
- *FY 08 estimate: 46%*
- *FY 09 estimate: 55%*
- *FY 10 estimate: 64%*

4.1.4 Percent of employees who believe the Agency supports their participation in education and professional development opportunities

- *FY 06 actual: new measure – no prior year count*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 42.4%*
- *FY 08 estimate: 47%*
- *FY 09 estimate: 53%*
- *FY 10 estimate: 59%*

**Objective 4.2 (2008-2010):** Increase formal performance evaluation activities

**Performance Measures:**

4.2.1 Percent of staff members with a written performance evaluation completed within the past year

- *FY 06 actual: new measure – no prior year count*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 0*
- *FY 08 estimate: 80%*
- *FY 09 estimate: 90%*
- *FY 10 estimate: 100%*

4.2.2 Percent of employees who agree that they provide input into performance planning and evaluation

- *FY 06 actual: new measure – no prior year count*
- *FY 07 estimate: new measure – no FY 07 estimate*
- *FY 07 actual: 55.2%*
- *FY 08 estimate: 57%*
- *FY 09 estimate: 59%*
- *FY 10 estimate: 61%*